Pictured above is the **Honorable Joshua A. Gotbaum**, Assistant Secretary of Defense for Economic Security, giving a speech at the October 11, 1995, US celebration of World Standards Day. **Mr. Gotbaum** spoke before dinner attendees prior to the keynote address given by **Mr. William Hudson**, President and Chief Executive Officer of AMP International. AMP International received this year's award for standardization leadership in the US.

Mr. Gotbaum's participation in the World Standard's Day function demonstrated the high regard for standards by the Department of Defense (DoD). **Mr. Gotbaum** remarked that when he assumed his position a year and a half ago, the industry perception was that no MilSpec Reform had yet occurred. Now, however, there is widespread recognition that significant MilSpec Reform has taken place in DoD acquisitions. **Mr. Gotbaum**, in recognition of the importance of standards, quoted the late quality guru, **Dr. Deming**, who once remarked "Standards are so commonplace that we forget that they have to be created: they do not come into the world ready made and without effort."

The 1995 World Standards Day DoD display highlighted how the DoD protects its data on the Internet and drew throngs of curious onlookers. The Defense Information Systems Agency played a key role in its development. In FY 1996, the display will travel to various standardization events.

CHAIRMAN'S MESSAGE

WAIVER REQUESTS -- A MATTER OF BALANCE

In December of 1994, we issued a policy memo on waiver requests for the use of specifications and standards (see Defense Standardization Program Home Page on World Wide Web for memo). The memo established the procedures for when waiver requests were needed, exemptions from waivers, and the waiver approval process. The one thing the memo could not do, however, is strike a sense of rational balance between requests and approvals. We repeatedly hear stories from program offices that waivers are, or are perceived as, impossible to obtain. On the flip side, we hear stories from Milestone Decision Authorities that program offices come forward with hundreds of waiver requests that have little or no justification to explain why a document is essential, why the requirements could not be stated in terms of performance, or why a non-government standard cannot be used.

The message everyone needs to receive is that waiver requests to cite military specifications and standards as solicitation requirements are not inherently good or bad. Program offices need to temper their waiver requests with a true understanding of the requirements and adequate justification for requiring detailed specifications and standards. This is not really much different than the policies the DoD has had for many years to challenge requirements. The big difference is that now these policies are being more rigorously enforced. At the same time,

Milestone Decision Authorities must temper their judgments with the

understanding that the use of military specifications and standards in solicitations is acceptable -- provided there is sufficient justification. If the intent were to prohibit the use of military specifications and standards, there would be no waiver policy.

The most significant obstacle we face in striking the right balance with waiver requests is misinformation and myths. Yes -- waivers are difficult to obtain, but not impossible. If waivers were not seriously challenged, there would be little point in having the requirement. The Acquisition Streamlining and Standardization Information System (ASSIST) provides a list of hundreds of waivers that have been granted for military specifications and standards used in scores of programs -- and this list is certainly not complete. Waivers are not meant to be a bureaucratic hoop to jump through so that we can continue business as usual. They are meant to be a thinking check point to ensure the proper application of truly needed military specifications and standards. They are meant to bring about cultural change. When the thought processes used to justify the use of military specifications and standards becomes a routine part of our acquisition business, the need for waivers will disappear.

Chairman, Defense Standards Improvement Council

ACQUISITION REFORM SUCCESS STORIES

MILSPEC REFORM AND MANAGING RISK

Using the tenets of Secretary Perry's acquisition reform strategy, NAVAIR's Air Combat Electronics Program Office (PMA-209) has devised an innovative way to save dollars and infuse new technologies into the ARC-210 electronic protection radio. PMA-209 is moving the program from a technical "hands on" approach to a shared "business approach" with Rockwell-Collins. The program office removed the "how to" specs which controlled Rockwell's processes and told them how to build the radio. They went from 78 military specifications, standards, and other documents, down to 35. Rockwell will rely on their own commercial reporting systems to provide information on contract deliverables, in lieu of the standard military forms. For instance, the number of data items required has gone from 56 to 20 and most of those are commercial-based reports generated through electronic media. The program office was willing to remove the government control if Rockwell-Collins was willing to guarantee product performance and solidify their commitment to reduce cost. Both objectives are achieved with the Reliability Improvement Warranty and the no-cost Value Engineering Change Proposal. <u>This new strategy will: reduce system costs by 19%; increase system reliability by 120%</u>;

<u>and save $41 million over the current FY 95-99 depot repair strategy</u>.

NAVY ACQUISITION CITES ONLY ONE MILITARY STANDARD

In the course of implementing acquisition reform, the Naval Surface Weapons Center completed a rewrite of the System Specification, Statement of Work, and Contract Data Requirements Lists (CDRL) for the Infrared Search and Tract (IRST) System. The streamlining of the IRST acquisition package was facilitated by replacing detailed requirements with performance requirements. <u>The IRST acquisition package was reduced from 26 military specifications and 58 military standards, to only one military standard</u>. <u>In addition, CDRL items were reduced by 14</u>. The rewritten package gives the contractor greater flexibility in the development contract, which is expected to result in cost savings to the Government.

BETTER, LESS COSTLY NAVAL WEAPON SYSTEMS DELIVERED SOONER

In ceremonies at Westinghouse's Sykesville, MD, facility the first Multi-Sensor Torpedo Recognition and Alertment Processor (MSTRAP) and Launched Expendable Acoustic Device (LEAD) systems were unveiled. MSTRAP provides the Navy's surface ships with a highly capable alert system, enabling them to defend themselves against torpedo attack. The MSTRAP system design represents a major departure from the traditional "MilSpec" approach. The

design is based in large part on the use of commercial off-the-shelf electronics and existing cabinetry. MSTRAP also features

an open architecture design which will translate into reduced costs and shorter timeframes to incorporate future combat system upgrades. The LEAD defensive subsystem integrates existing submarine countermeasures with proven chaff and infra-red launching systems making it compatible and launchable from every surface ship in the US Navy, the Royal Navy, and virtually all allied navies. The lead design is totally based on existing systems and is truly a non-developmental item. **Congressman Duncan Hunter**, the keynote speaker, congratulated the industry and Navy teams that made MSTRAP and LEAD so successful, "You: involved the user, which is key, and which is different from the norm; used off-the-shelf technology, recognizing the commercial market, not the Government, is driving technology; **saved 75%** of the dollars that would have otherwise been spent, giving a lower price to the taxpayers; used open architecture, which is a must in enabling us to upgrade our capabilities; and people did everything right to make the Americans who serve on our ships safer." The Navy's Director of Acquisition Reform, **Dan Porter**, summarized, "This roll-out ceremony represents a seminal event, benchmarking our new way of doing business. What you are seeing here today is the future. The Navy is developing systems that are better, cheaper, and provided earlier because we are giving Project Offices like Surface Ship Torpedo Defense, the freedom to do it smarter." **Mark Gaerter**, Director, Strategic Business Operating,

Westinghouse, indicated "The original military equivalent version was produced at over \$1M per installation. <u>The</u>

<u>Westinghouse developed system will now cost less than \$300,000.</u> The Secretary of Defense's plicy on specifications and standards allowed the MSTRAP program to be <u>successfully completed within half the original schedule and at one third the development cost</u>."

CHARTING A NEW COURSE

The Cooperative Engagement Capability (CEC) program is a Theater Air Defense fire control system. CEC provides for the exchange of sensor measurement data among detection and firing units, and the subsequent processing of that data by individual units in a manner that provides all units with a common air picture and a high speed communications network that is reliable and jam-resistant. The CEC Program Office has revised the system specification and the Statement of Work (SOW) to implement acquisition reform requirements. The system specification has been revised to define functional, performance, and environmental requirements the equipment must meet, thereby imposing no design restrictions on the contractor. The SOW was rewritten to require the contractor to develop a program plan on how they will meet the requirements of the system specification in lieu of imposing military specifications and standards. This effort resulted in the number of military specifications and standards called out in

the CEC contract going **from 125 to 17**, covering requirements such as shock testing, lightning protection, electromagnetic compatibility, and aircraft electric power characteristics.

SUCCESSFUL IMPLEMENTATION OF ACQUISITION STREAMLINING AND REFORM IN ACQUISITION OF ABRAMS EYESAFE LASER RANGEFINDER (ELRF)

The United States Army Tank-Automotive Command (TACOM), Rock Island, IL, recently procured an eyesafe replacement for the laser rangefinder in the ABRAMS Tank and Armored Gun System (AGS), which was previously provided by Hughes Aircraft. This was an expedited acquisition employing streamlining and much of the recent acquisition reform. TACOM awarded the contract to Varo, Inc. (now Litton) 79 days after receipt of proposals. Efforts at acquisition reform and streamlining included: the use of a performance specification, which made competition possible for what has historically been a sole-source item; streamlining the statement of work, specification, and other contract requirements using functional templates; and employing streamlined source-selection procedures. <u>The cost savings, premised on previous sole source contracts, amounted to $3.6M, which was 30 percent under the price of the previous non-eyesafe laser rangefinder</u>. (John Tascher/SPD/703-681-9340)

TRANSITIONING TEXTILE TEST METHODS TO NON-GOVERNMENT STANDARDS

In support of the goals and program mandates of the 1994 Defense Personnel Support Center (DPSC) Standards Improvement Plan, the Directorate of Clothing and Textiles (C&T) embarked on a project to transition FED-STD-191, Textile Test Methods, to a series of non-government standards (NGSs).

This Federal standard consists of 86 test methods that are utilized by both Federal agencies and industry manufacturers. According to the ASSIST database, this standard is also referenced in over 1200 C&T detail and performance specifications. The NGSs partners involved with C&T are the American Society for Testing and Materials (ASTM) and the American Association of Textile Chemists and Colorists (AATCC).

Currently, there are ten test methods that are being reviewed, and it is our goal to have these proposed non-government standards adopted. The individuals involved with this effort are textile technologists, clothing designers, and laboratory chemists. This effort is being coordinated through the standardization program team at C&T. The industry partners involved in this effort are various clothing and textile manufacturers and industry laboratories.

This project also involves the establishment of a purification team at C&T to address the removal of environmentally nonconforming substances identified in the **Listings of**

Toxic Chemicals, Hazardous Substances, and Ozone-Depleting Chemicals (SD-14). This effort is being coordinated through the HAZMIN Program Office at DLA-HQ. There are 11 test methods that contain SD-14 identified substances.
(J. J. Nilsen/DPSC-FQSC/215-737-8222)

DRAFT MIL-HDBK-9660 UNDER REVIEW BY STANDARDIZATION ACTIVITIES

        The Defense Information Systems Agency, Joint Interoperability and Engineering Organization, Center for Standards, has completed draft MIL-HDBK-9660, DoD Handbook for DoD-produced CD-ROM Products. Developed by Commander-in-Chief Service and Agency participants of the DoD Optical Technology Working Group, the handbook is designed to encourage the use of CD-ROM (Compact Disc-Read Only Memory) as a cost effective alternative to paper for disseminating information. Topics include compact disc fundamentals, proper disc handling and labeling, security, encryption, recommended equipment specifications, and licensing options. DoD CD-ROM use is rapidly increasing. Guidelines provided by the handbook will help achieve the standardization and interoperability needed to ensure ease of installation and increased user acceptance. The handbook is currently under review by standardization activities. Copies may be obtained by contacting DISA, JIEO, CFS, ATTN: **Mr. James Barnette**, 10701

Parkridge Blvd., Reston, VA 22091-4391, (703) 735-3557, FAX (703) 735-3257.

MILSPEC REFORM AND INTERNATIONAL STANDARDIZATION AGREEMENTS

        Our office received numerous requests for information concerning the impact of MilSpec Reform on ISAs (ISAs). In response, we issued the following

guidance for DoD Standardization Management Activities as Policy Memo 95-9 on September 15, 1995:
        "It has come to my attention that DoD's MilSpec Reform initiative has created some confusion about the Department's policies for the promulgation and use of ISAs; e.g., NATO STANAGs, AIRSTDs, ABCAs, QSTAGs, etc. This memorandum offers clarification.
   "When necessary, military or Federal specifications or standards may be maintained to tailor the options or portions of ISAs for US implementation. However, if the ISA can be implemented as written, the military or Federal specification or standard shall not be retained for the sole purpose of implementing an ISA. ISA's for materiel may be cited in solicitations without need for a waiver.
        "Such ISAs ratified by the US shall be included in the DoD Index of Specifications and Standards (DoDISS). The DoD adopting activity shall forward a camera-ready copy of the ISA to the DoD Single Stock Point for inclusion in the DoDISS. The forwarding letter shall identify the SD-1 symbol of the adopting

Standardization Management Activity and any applicable custodians.

"The DoDSSP shall not make automatic distribution of these ISAs. The DoDSSP may distribute such agreements on an "as requested" basis, and may distribute any document that is unclassified to both private and public requesters, charging any appropriate fees."

DOD SPECIFICATIONS & STANDARDS IN THE NINETIES

DOD ADOPTED
NON-GOVERNMENT STANDARDS

COMMERCIAL ITEM
DESCRIPTIONS
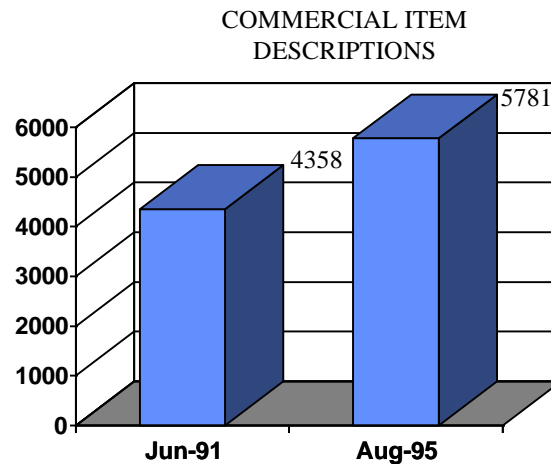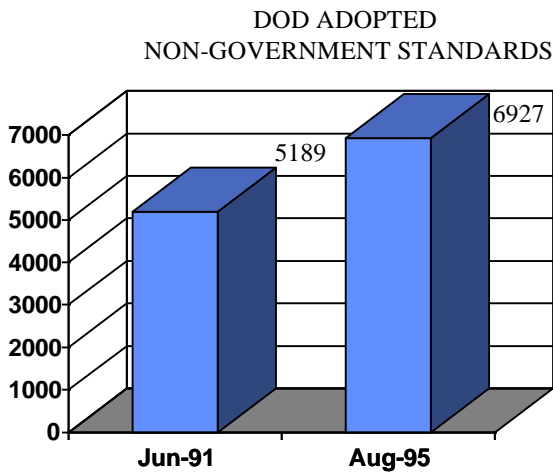
Since June 1991, 3787 Military Specifications & Standards Have Been Canceled, as the DoD Transitions Towards More Commercial-Type Documents.

WELCOME: NEW MILITARY DIRECTOR, DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR INDUSTRIAL AFFAIRS, OSD

LTC James J.Cambron recently joined the office of the Deputy Assistant Secretary of Defense for Industrial Affairs (**Mr. John Goodman**. As Military Director of the Industrial Base, **LTC Cambron** will have periodic interaction with the staff of the Standardization Program Division. Prior to graduation in 1995 from the Army War College, he was the Product Manager for Small Arms at Picatinny Arsenal, NJ.

LTC Cambron has a strong acquisition background that included a 1990 to 1991 assignment as the Aide to the Assistant Secretary of the Army for Research, Development, and Acquisition. From 1989 to 1990, he was the Army System Coordinator, for Missile RDT&E, for the Assistant Secretary of the Army. From 1982 to 1985, he was the Product Director for Tactical Engagement Simulations, PM Trade, in Orlando, FL. From 1980 to 1981, he was the Small Arms and Airborne Test Officer, The Infantry Test Board, Fort Benning, GA. **LTC Cambron** has held interesting infantry assignments and is the recipient of very prestigious military honors and decorations. We welcome his expertise and wish him well in his new assignment. (Sharon Strickland/SPD/703-681-9340)

USE OF CIDS VERSUS PERFORMANCE SPECIFICATIONS

In reply to a memorandum from a former Defense Specification Management Course student, we issued the following guidance memorandum on September 14, 1995:

"I'm writing in response to your memorandum dated August 23, 1995. You asked for guidance on when to use a commercial item description (CID) versus a Military Performance Specification ("MIL-PRF" per MIL-STD-961D) to describe a modified commercial product. First, I want to emphasize that as long as you are describing the item in performance terms you are achieving the primary goal of specification reform.

"Commercial item descriptions are a form of performance specification used to describe both commercial and modified commercial items, regardless of whether the item is a motorcycle or a cassette tape. The point at which military driven modifications make a commercial item a military unique item is a judgment call, and there is no numerical limit on the number of military-unique characteristics which may be included. However, I can offer some considerations to help you make the decision.

"If the item in question will be made by the same manufacturers who supply to the commercial market, or if the modifications are similar to the type of modifications made for commercial customers, you could consider the item modified commercial, and use a CID to procure it. If the modifications result in the loss of competition from all or most commercial suppliers, a significant price increase, or the loss of commercial support, you should consider the item military unique, and use a performance specification (MIL-PRF) to procure it.

"In addition to CIDS and MIL-PRFs to procure items, you should also consider non-government standards per the attached memorandum [Newsletter readers see next article]. You should also be aware that, if you classify the item as commercial, it can be bought using the simplified acquisition regulations for commercial items that will be implemented this year through the Federal Acquisition Regulation (FAR Part 12), which is a distinct advantage.

"Your question was a good one. I have taken the liberty of posting the answer to our Defense Standardization Program Home Page, so that it may be available for others with the same question. I hope these thoughts help. Feel free to call my staff point of contact, Ms. Christine Metz, at 703-681-9340 or DSN 761-9340 for further information, or to discuss a specific case."

NON-GOVERNMENT STANDARDS POLICIES

The following clarifying memorandum on non-government standards was issued on July 7, 1995:

"It has come to my attention that DoD's MilSpec Reform initiative has created some confusion about the Department's policies for the development and use of non-government standards. The confusion seems to center on whether non-government standards must be adopted to be used, and whether performance specifications obviate the need for non-government standards. This memorandum offers clarification on these issues.

"DoD adoption policies remain unchanged from what is stated in DoD 4120.3-M, "Defense Standardization

Program Policies and Procedures." While adoption is encouraged to provide document visibility and accessibility, it is not necessary to adopt a non-government standard for DoD personnel or contractors to use it.

"I understand that some people have mistakenly concluded that only DoD-adopted non-government standards may be used in acquisition. This misinterpretation may be traceable to a statement in Part 10, Section C of DoD Instruction 5000.2, which states that documents not listed in the DoD Index of Specifications and Standards (DoDISS) cannot be used unless they are essential and unique to a program. This statement was never meant to apply to non-government standards. Furthermore, it has been deleted from the forthcoming revision to DoD Instruction 5000.2.

"The bottom line is that while adoption is not necessary for use, we strongly recommend adoption of any non-government standard being used. When non-government standards are adopted, the DoD Single Stock Point takes action to make copies of the standard readily available to all DoD personnel without charge. From a standpoint of savings, reduced administrative work, and easy accessibility, adoption makes great sense.

"The emphasis on the development and use of performance specifications does not eliminate the preference for non-government standards. One of DoD's key acquisition reform goals is to reduce acquisition costs and remove impediments to commercial-military integration by emulating commercial buying practices wherever possible. Thus, for any items or materials that are normally procured using a non-government standard by commercial firms, DoD activities also should be using a non-government standard.

"DoD's activities should be developing and using Commercial Item Descriptions - which are a form of performance specification - to purchase commercially available items from those industrial sectors that do not use non-government standards. Performance specifications (including MIL-PRF documents and system-level specs) are to be used wherever practicable to describe military-unique products.

"One aspect of the Department's MilSpec Reform initiative is the replacement of military specifications and standards with non-government standards wherever there is a dual-use application. Thus, in those situations where a military standardization document is also used by commercial firms, you should be working with the appropriate standards development organizations to create a suitable replacement non-government standard.

"I hope this eliminates all misconceptions about the role of non-government standards in DoD's MilSpec Reform initiative."

NIST AND ANSI SIGN AGREEMENT

In an effort to support US competitiveness, economic growth, health, safety, and the protection of the environment, NIST and ANSI signed a memorandum of understanding (MOU) to enhance and strengthen the national voluntary standards system. **Dr. Arati Prabhakar**, Director, NIST, and **Sergio Mazza**, President, ANSI, signed the agreement on July 24, 1995. The MOU cites the need for better communications within and between the private sector and the Federal government to ensure the timely flow of information, and the need for improved liaison to facilitate decision-

making and implement actions on standards at the national and international levels.
(Sharon Strickland/SPD/703-681-9340)

DoD CALS UPDATE

WHAT IS CALS

Continuous Acquisition and Life-Cycle Support (CALS) is a core strategy to use integrated data through a set of standards to achieve efficiencies in business and operational mission areas. This article provides an overview of CALS and an update on current CALS thrusts and activities.

The major components of the CALS strategy are: business process change, use of leading edge information technology, a shared information environment, use of international standards, and a structured approach to management.

CALS OBJECTIVES

Through the CALS strategy, DoD will accelerate the use of shared digital product data throughout the Defense Enterprise, which will achieve reduced costs of operations and reduced cycle times.

CALS VISION

The CALS vision is to create data once during the product life-cycle and share original data among all processes spanning the life-cycle: R&D, demonstration/validation, test and evaluation, manufacturing/production, operations, maintenance, and disposal.

CALS MANAGEMENT

Oversight is provided by a CALS Senior Oversight Council (CSOC) which consists of the senior military directors of Command, Control and Communications from the Services and the Directors of the Defense Logistics Agency and Defense Information Systems Agency. The CSOC is chaired by the Deputy Undersecretary of Defense for Logistics. The Director, CALS is the Executive Secretary to the CSOC. The CSOC provides oversight and direction and approves plans for CALS activities within the OSD and the Services.

THRUST AREAS

Integrated Process Teams have been chartered by the CSOC to address functional and technical issues vital to implementing CALS in eight thrust areas: Business Process Improvement; Standards and Specifications; Digital Product Data; Technical Data Management; Government/Industry Interface; International; Education and Training; and Thrust Integration. These Thrust Teams are chaired by either a service, component or OSD CALS staff member.   Each Thrust Team operates under a Plan of Action and Milestones that emphasizes near term (FY 96) results.

INTERNATIONAL CALS

The CALS strategy is truly global with CALS activities underway throughout NATO (including Partnership for Peace) membership and around the Pacific Rim. Many activities are underway to harmonize CALS standards internationally and several joint demonstration projects are in play.

IMPLEMENTATION EMPHASIS

Implementation of the CALS strategy has moved into high gear with the fielding of Navy and Air Force demonstrations of an Integrated Data Environment (IDE) that provide integrated digital access to distributed repositories, regardless of location, through a single user interface. In September, 1995, the Initial Operating Capability (IOC) of an IDE in support of paperless program management operations for the Program Manager, Combat Mobility Systems will be achieved. IOC consists of 35 critical program management operations workflows installed on a resident JCALS capability serving 135 stakeholders supporting three weapon systems. Eventually, over 100 workflows will be installed and in use at PM CMS. Work is underway to expand the IDE to cover all armored vehicle systems and plans are being developed to apply the concept to for additional major Army weapon system programs.

STATUS/BENEFITS

Application of the CALS standards proceeds apace. For example, the Navy has converted 69,190 of its total inventory of 71,770 technical manuals to digital form, as of April, 1995. In addition, over half of its inventory of aperture cards (representing engineering drawings) selected for conversion have been converted in accordance with CALS standards. Weapon system programs are accruing benefits in the six following areas: reduced cost; time savings; improved readiness; reduced resource requirements; reduced maintenance; and improved communications. For example, the B-2 aircraft program has estimated a cost avoidance of $100M through the application of the Contractor Integrated

Technical Information System specification.

SHARED INFORMATION FRAMEWORK

The CALS strategy continues to move forward with the development of the Shared Information Framework (SIF). The SIF incorporates the state of the art in information standards - such as the Standard for the Exchange of Product Model data (STEP) - and in information technology - object frameworks and smart agents - to develop a comprehensive architecture for extensive sharing of weapon system source information without reference to external management or control structures. In addition to increasing the level of integration accomplished by CALS, the development and use of an object framework in the form of the Shared Information Framework (SIF) will obsolete the current regime of rigid, narrowly defined, one-size-fits-most standards and specifications.

CONCLUSION

CALS provides a success story for DoD standards. Paper-based documentation is rapidly becoming digital in a disciplined manner. Future upgrades and improvement to the documentation and documentation-based business processes are now available as a result of the increased flexibility of digital data. However, to a large extent, that data remains "dumb," requiring extensive external lists, indexes and reference sources to be made relevant. The shared information framework will usher in the

next stage of CALS, that of intelligent, self-referencing data. For additional information on CALS, contact **Mark Adams**, OSD CALS Office, 5203 Leesburg Pike, Suite 1609, Falls Church, VA 22041-3401 on (703) 681-7629.

UPDATE ON MILITARY STANDARDS REVIEW

Since the deadline for sending in questionnaires for entry into the MILQUEST database has passed, our standards office has begun work on those standards the cognizant preparing activity recommended for cancellation.

We sent letters announcing the possible cancellation of these documents to the Service DepSOs, Command Standardization Improvement Executives, and selected Industry Associations. Notices were also placed in the Commerce Business Daily announcing the proposed cancellations. We allowed six weeks for the Services and DLA to revisit their decisions and resubmit new document dispositions

To expedite the cancellations, we undertook the task of processing the paperwork and updating the Department of Defense Index of Specifications and Standards (DoDISS).

Concurrently, the Services and DLA are reviewing military standards under their cognizance and proposing dispositions for each document. The Defense Standards Improvement Council (DSIC) will consider these recommendations and then decide upon final dispositions. The Services and DLA will handle any follow-up work related to

document dispositions.   (Trudie Williams/SPD/703-681-9340)

MORE METRIC TOWN MEETING WORKSHOPS PLANNED

Six workshops with the theme "Toward A Metric America," are planned over the next 15 months. These workshops will be sponsored by the Interagency Metrication Operating Committee, which is composed of members from 38 Federal agencies.

The three main topics will be Education, Trade and Commerce, and Public Awareness. The planners are emphasizing goal oriented strategies for getting things to happen; to win commitments from people to do things.

In contrast to the first Town Meeting, held in Gaithersburg in March 1995, where panels of Federal officials heard the concerns of the public, the future panel members will make presentations and proposals. The schedule and tentative sites are:

March-April, 1996	Atlanta
May, 1996	Boston
September, 1996	Seattle
October, 1996	Chicago
Nov.-Dec, 1996	San Francisco
January, 1997	Baltimore

The planners are looking for university
sites.
(John Tascher/SPD/703-681-9340)

DEFENSE INFORMATION SYSTEMS AGENCY, CENTER FOR STANDARDS, TACKLES WORKFLOW STANDARDS

Workflow can be narrowly defined as the automated routing of documents, forms, and information, within an organization. Broadly speaking, workflow technology is the automation of all or part of enterprise processes. Workflow software facilitates the traditional business or military processes by digitally replacing such manual processes (routing, approval, tracking, action recommending/processing, etc.) among multiple employees.

A recent article on the front page of Federal Computer Week (August 14, 1995) reported this technology is emerging as an important element of information systems across many government agencies. The vision is to gradually phase out paper-based manual work environment which is the primary cause of bottleneck and inefficiency. Within DoD, the workflow technology is also receiving increased attention. For instance, the DoD Joint Staff has newly installed a 4.4 million dollar workflow system, called Joint Staff Action Processing (JSAP) System, to automate the review, routing, tracking, approval, and processing of nearly 40,000 actions a year that were manually handled by a large number of action officers. In addition, the Pentagon Air Staff is piloting a workflow project to improve business processes. Other DoD components are expected to follow suit since workflow automation is "imperative," leading to significant productivity improvement and administrative cost savings.

However, there is a potential problem caused by the fast growth of this technology. Workflow is a very fragmented industry. Today there are more than 70 diverse workflow products in the commercial market with very little commonality and interoperability among them. Consequently, the vendors and users of workflow products took an initiative and in 1993 formed a group, called Workflow Management Coalition (WfMC), to deal with workflow standards. WfMC currently has about 150 members.

Cognizant of the importance and value of this international organization, the Center for Standards joined WfMC as a guest member in 1994 and started fostering a partnership with WfMC in workflow standards development. The Coalition is working on a set of interfaces to achieve connectivity, interoperability, and common process definitions. Because interoperability is a key for all DoD operations, the Center for Standards decided in 1995 to sponsor some workflow interoperability standards activities in conjunction with the interoperability working group (working group 4) of WfMC. As a result of this DoD sponsorship, a draft workflow interoperability standard was produced in September 1995. Pending the approval of WfMC, this standard will become an official WfMC standard in 1996. A copy of this draft standard can be obtained from **Dr. Dan Wu,** at the DISA Center for Standards.
(Dr. Dan Wu/DISA/JIEO/CFS/703-735-3569, E-mail: wud@ncr.disa.mil)
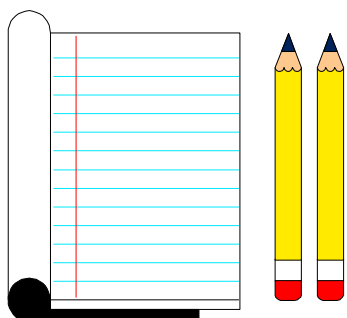
SUBSCRIPTIONS

The Standardization Newsletter is issued quarterly, prepared and published by the OASD (Economic Security), Standardization Program Division. Single copies are sent free of charge to those on our mailing list. All editions are posted on our Defense Standardization Program (DSP) Home Page, where they can be viewed or downloaded. The DSP Home Page can be reached using a Web browser, such as Mosaic or Netscape, and entering the following location address (also referred to as a "URL"):

http://www.acq.osd.mil/es/std/stdhome.html

The Standardization Newsletter keeps our community aware of actions taking place, conference/seminar/meeting schedules, training information, and personnel changes. We welcome related articles!

Mail articles to *The Standardization Newsletter* Editor, **Sharon Strickland**, using the address on the front page. Requests to be added to the mailing list and address changes should be faxed immediately to the Editor at 703-681-7622 or DSN 761-7622.

UPCOMING MEETINGS

JANUARY 9-11, 1996
Equal Partner Implementation Conference (EPIC VI)

EPIC VI will be held at the Hyatt Regency Hotel, Baltimore, MD, and will focus on MilSpec Reform; with related panels on legislative action to promote the use of non-government standards among Federal agencies; the National Research Council report on standards, conformity assessment and trade; and the impact of new international environmental standards on Federal agencies and US commerce.

The EPIC VI administering society is the National Fire Protection Agency, at 617-984-7310. Hotel reservations should be made directly to the Hyatt Regency Baltimore at 410-528-1234 (mention the EPIC VI Conference). Hotel reservations must be made by December 8, 1995.

MAY 20-23, 1996
ADPA 36th Technical Information Symposium (TIS)

The ADPA 36th TIS will be held at the Wyndham Harbour Island Hotel, Tampa, FL. The theme is "Managing Technical Information in the Global Environment." It will feature plenary addresses from senior level officials in Government, Industry/Commercial, and International organizations. Tutorials will be presented on Specifications and Standards, Data Management Specs, Commercial Configuration, Data Management, Handbook 61, and Engineering Drawings/MIL-STD-100. Professional certification opportunities (prep course and final exams) will be held.

Contact ADPA for information at 703-522- | 1820.

Points of Contact for the Defense Standardization Program

Following is an updated list of the Departmental Standardization Office Heads, and the Standards Improvement Executives (SIEs). The Defense Standards Improvement Council (DSIC) is comprised of the SIEs. **Changes are in boldface type.**

Departmental Standardization Office Heads

Name	Department/Agency	Telephone	Facsimile
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